# **ACQUISITION REFORM**



# Oversight and Review

September 1994 - December 1994

This Team re-engineered the oversight and review of DoD's acquisition system. Now oversight staffs have an integrated role and work with the system program offices as a team. Acquisitions are now tailored for the executive reviews of each particular program, with warfighter needs as the focus and goal.

These changes will improve the Department's ability to field what the warfighter needs when the warfighter needs it.

# **Oversight & Review PAT**



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#### **Team Members**

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#### RECOMMENDATIONS



#### 82% - Implementing

- Integrated Product Teams (IPT)
- Integrate DAB and MAISRC Processes
- Tailored Decision Documentation
- Increase Experience Standard for MDAP PMs (from 2-4 years in PMO)
- Improve Acquisition Information Reporting and Exchange
- Three-Milestone Process
- Make Past Performance a Dominate Factor in Source Selection
- Greater Reliance on DCMC
- Streamlined Reporting Chain for ACAT II and III Programs
- Audit / Inspection Reforms (Biennial Scheduling, Timing, and Auditor Qualifications)
- Conduct Periodic Customer Surveys
- . . . . more

#### 6 % - More Study

- Joint Program Management Issues
- Review Statutory Document Requirements

#### 12% - Not Approved

- Longer PM Tenure
- Centralized MDAP PM Selection by DAE
- DRB Affordability Model (Distinct User, Acquisition, and PPBS Roles)
- Personnel Exemptions for Critical Acquisition Positions

## **IMPLEMENTATION MECHANISMS**



USD(A&T) 28 Apr 95 Memo:

"Reengineering the Acquisition Oversight and Review Process"

SECDEF 10 May 95 Memo:

"Use of Integrated Product and Process Development and Integrated Product Teams in DoD Acquisition"

 USD(A&T) Chartered the Automated Acquisition Information Process Action Team (17 Feb 95 - 17 Apr 95)

#### STATUS OF ACTIONS



- Published New DoD 5000-series (15 Mar 96)
  - Integrate DAB and MAISRC Procedures
  - OIPT-WIPT Process
  - Tailored Strategies, Plans, and Documentation
  - utionalizing the changes! • Tailored Milestones: No MS-IV and Single DAB-level Production Decision
  - Focus on Risk Management v. Risk Avoidance
  - Cost As an Independent Variable (CAIV) Policy
  - **Central User Role**
- **Educating the Workforce** 
  - **OIPT-WIPT Video and Satellite Broadcast**
  - OIPT-WIPT "Rules of the Road"
  - DoD Guide to IPPD
  - DAU Course Curriculum Updates
  - Conferences and Symposia
  - **DoD Acqusition Reform Day**
- Conducted Customer Survey: OIPT-WIPT Process
- Increased Experience Standards for MDAP PMs (from 2 to 4 years experience in PMO or similar organization)
- Published 1st Edition of Quarterly Acquisition Deskbook (CD ROM and INTERNET) on 31 Jul 96
- **Draft DoDIG Audit / Inspection Reform Plan in Coordination**

#### **IMPACT OF PAT EFFORT**



- OIPT-WIPT Process -- Early and Continuous Insight versus After-the-Fact Oversight
  - 1995 DABs 18 of 26 were "Paper DABs"
  - 1996 DABs (To Date) 6 of 7 were "Paper DABs"
  - 48 Hour ADM Decision Cycle
  - 87% of Survey Respondents said "Adds Value"
  - Teamwork focused on Supporting the Warfighters
- New DoD 5000-series -- Exercising Management and Leadership Responsibilities
  - Total System Concept v. Functional Orientation
  - Tailoring Strategies, Plans, Milestones, and Documentation
- Acquisition Deskbook -- An Enabling Technology





- Automated Tool for Acquisition Professionals
  - Separates Mandatory from Discretionary
    - To Be Briefed in Detail Later
- Acquisition Audit / Inspection Reforms -- Value-Added Input
  - Audit Cognizance by ACAT Level
  - Scheduling based upon Program Performance and Adding Value
  - Acquisition Auditor Education and Certification
- Past Performance Adopted -- Best Value Goods from a Globally Competitive Industrial Base
  - Past Perfomance Coordinating Council is Working the Implementation Issues

#### **OIPT-WIPT SURVEY RESULTS**



